



"THE COMPUTER DOES THE MATH AND THE EMPLOYEES CAN FOCUS ON SOLVING THE PROBLEM. INTERVENTION TO SOLVE THE PROBLEMS — THAT'S THE BIG CHANGE IN THE WORK PRODUCT."

— BARBARA L. BURKHALTER

On keeping up with technology

Barbara Burkhalter: [We use] the 80/20 rule as our overriding principle. We try to get 80 percent done in 20 percent of the time, then move on because technology moves that fast. If we put all that extra time into that extra 20 percent of value, technology has gone beyond us and we've lost our edge.

On organizational design

Barbara Burkhalter: One of the ways we've been able to move fast is we have a very flat, simple organization. Everyone works directly for the two of us. Everyone knows what their job is and they're all very empowered to produce what they have to produce. We have very common business processes. We collect data, process it, and report it, and we don't change that. We make everybody follow the same model. We've even named all of our business systems with common-sounding names. We just change the first letter.

We have very aggressive, flexible contracting so that we can move contractors in and out as our business needs change.

IMPLEMENTING CHANGE

On leveraging existing resources

Donald J. LaVoy: We have a lot of government employees that are very knowledgeable in resources and in programs in the traditional areas who are perhaps not completely up to speed on some of the latest uses of technology and all the enablers that go with it. On the other hand, we have a gifted bunch of young people who are very, very up to speed on the use of and all the tools accessible via that medium. Our approach is that we team these two constituencies together, if you will, sitting side by side in an open environment.

On recruiting the new workforce

Barbara Burkhalter: We advertise in the *Wall Street Journal*. We do the best we can to hire and tempt people to come. I

think we have to be more innovative, though, and perhaps even provide our own training.

Donald J. LaVoy: The fastest growing segment, I think, in the job market is probably people who have technical proficiency and people skills. We have been fortunate in that we have acquired as part of our team some key individuals who bring both skill sets to the table. But in the end, most people will tell you that it's not so much the dollar that an individual receives because the private sector can reward more in terms of dollars. I think the big thing that brings everybody and keeps him or her here is job satisfaction.

On public sector challenges

Donald J. LaVoy: In the private sector, from the time that you want to institute a change to the time you have to put the change in place, usually you can count on six to eight weeks. You meet the pace of business. In government, because of the contracting issues, because of the existing infrastructure, because of the requirements for efficiency and broad application, there's a much more difficult problem that you have to encounter in that you have an existing structure, if you will, a large, moving train, and to get it to change directions you have to put in an incredible amount of personal effort to make it work.

To read the full transcript of *The Business of Government Hour's* interview with Donald J. LaVoy and Barbara L. Burkhalter, visit the Endowment's website at endowment.pwcglobal.com/ontheair.asp.